ISR Services 2004
Data Collection

Centralized Training
Dallas, Texas
12 – 16 Jan 2004

OVERVIEW

"...our installations must be resourced to serve as our flagships, able to project power, support tough realistic training, and provide for Soldiers, families, and civilians. We define excellent installations as having first-rate facilities, and this will include not just traditional components such as an efficient railhead and access to modern airfields, but also a robust information infrastructure, which will include sufficient bandwidth to enable true "Reach-Back" capabilities."

GEN Schoomaker

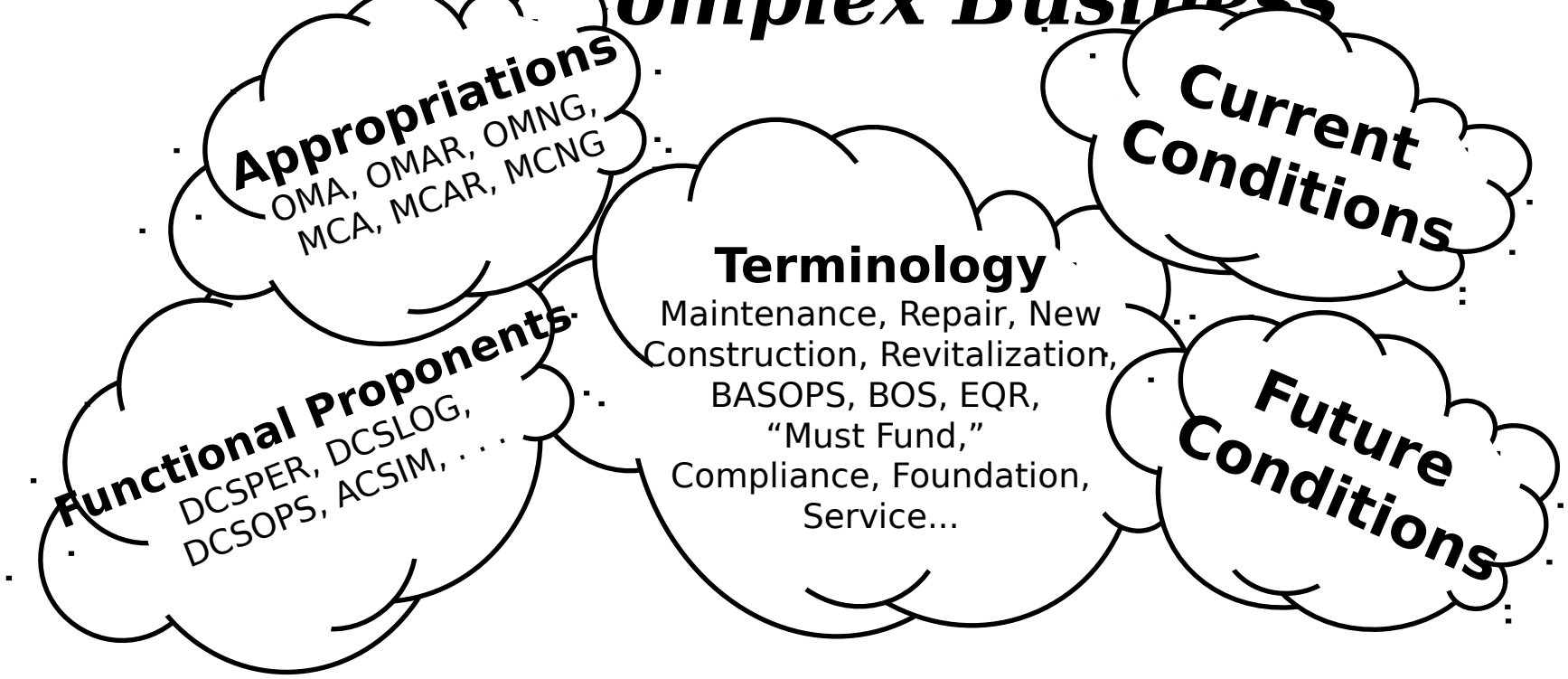
7 Oct 2003

Installation Management

VISION

To have all Army installations provide quality, effective, efficient and consistent support to the warfighter.

Managing Army Installations Is A Complex Business

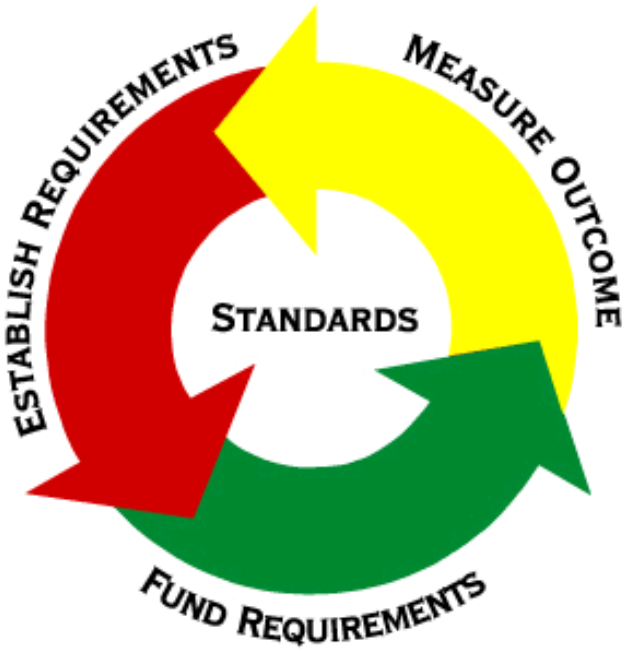

Appropriations
OMA, OMAR, OMNG, MCA, MCAR, MCNG
Current Conditions
Terminology
Maintenance, Repair, New Construction, Revitalization, BASOPS, BOS, EQR, "Must Fund," Compliance, Foundation, Service...
Functional Proponents
DCSPER, DCSLOG, DCSOPS, ACSIM, . . .
Future Conditions

How are we tackling this complex problem?

- PMA & MID 901 & 910 requirements to meet by 2007
- Must have performance metrics to justify all budget

ISR Is A Decision-Support System

This Is What 'Sells' In Supporting Requirements



Manage Installations to Standards

▶Concept:
Connect Resources to Outcomes
Measured Against Standards

Categorize $ Requirements:
- Sustainment of Outcomes
- Improvement of Outcomes

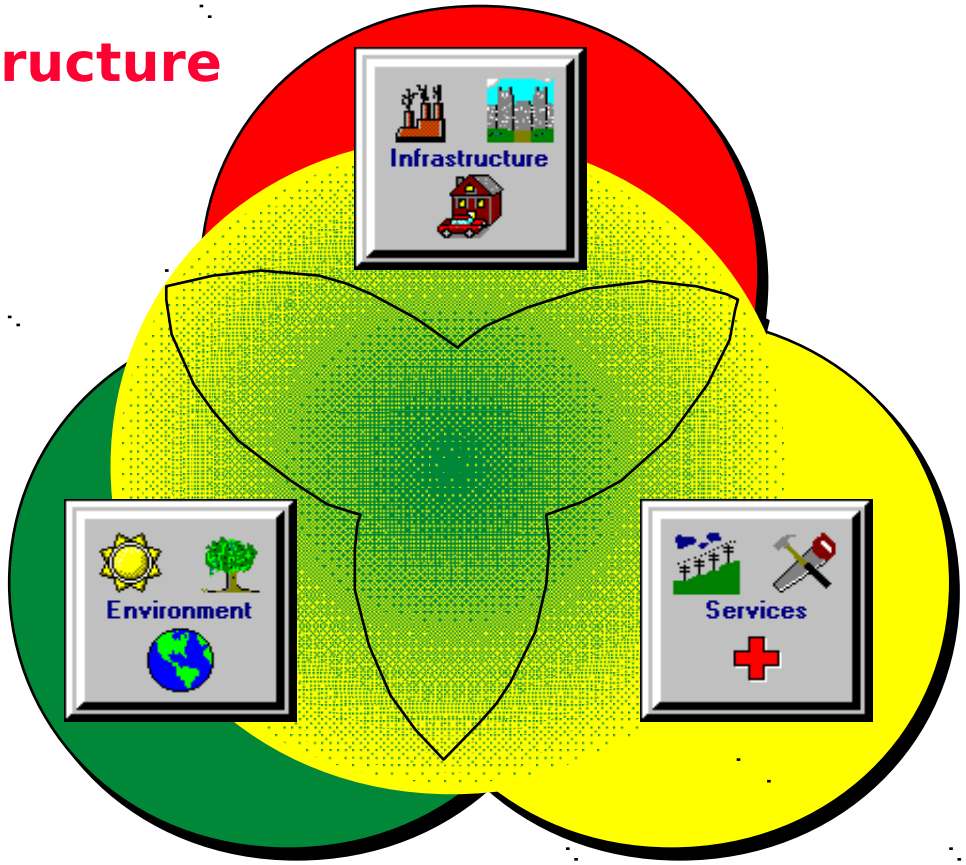
▶Approach:
Set Standards - **ISR**
Establish $ Requirement - AIM-HI & **ISR**
Fund $ Requirement - POM
Measure Outcome - **ISR**

Vision of the ISR Program

ISR will provide the Army with a systematic process of evaluating the status of installations, measuring installation-performance against a set of Army-wide standards, and justifying and allocating resources – both now and in the future.

Installation Status Report (ISR)

ISR Infrastructure



ISR Services/SBC

ISR Environment

ISR SERVICES

Why Do We Need ISR Services?

- **Installation Readiness – "Flagship"**
  - **Power Projection**
  - **Support Warfighter readiness**
  - **Provide for solid Civilian and Family Member support structure**
- **Quality services for soldiers, families, civilians**
- **Equitable services across all Army installations**
- **Eliminate 'Haves' vs 'Have Nots'**
- **Support reliable, accurate, credible POM requirements generation process that meets President's Management Agenda requirements**
  - **SBC: Historical cost and output data**
  - **ISR Services: Quality measures that tell it like it is**
  - **SSC: Statistically proven modeling process to generate requirements**

ISR Services Purpose

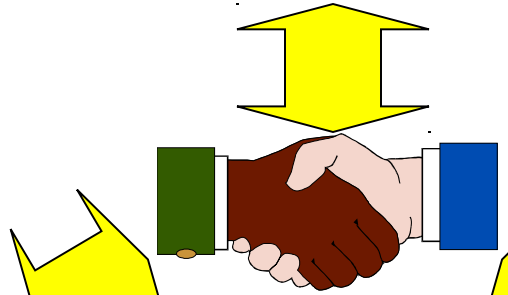
Primary Purpose: Establish service standards for the Army that are consistent, allow Region flexibility and support predictive requirements development.

- **Communicate the conditions of installation programs to Army, OSD and Congressional leaders during POM process.**
- **Articulate how installation program quality impacts force readiness.**
- **Help identify the "true cost" of a program.**
- **Enable the Army to compete more effectively for budgetary dollars.**
- **Support a fair distribution of resources consistent with priorities.**

ISR Services – A Partnership

Installations/IMA

- Executes programs
- Data source
- Assesses impact

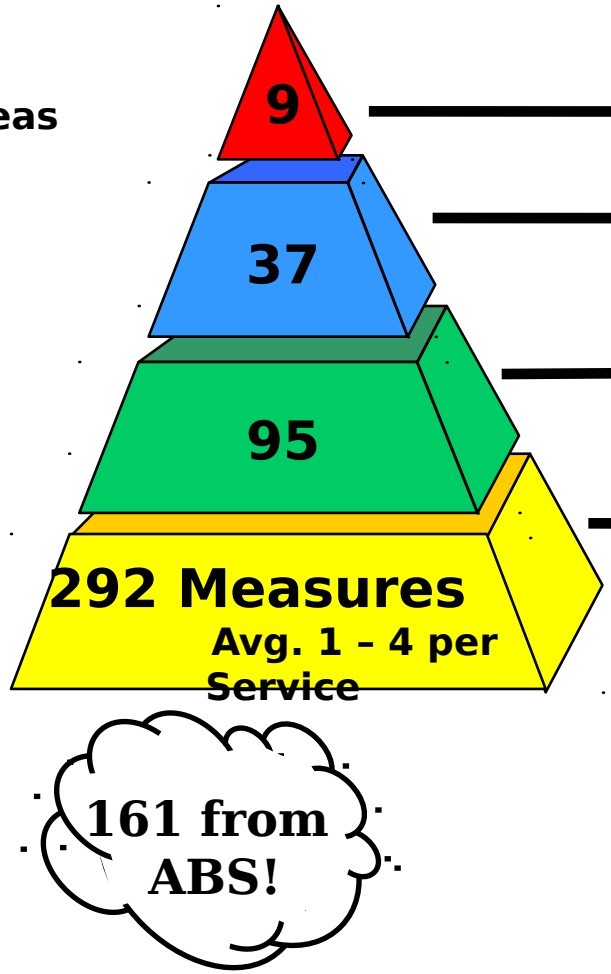


ACSIM
- ISR “owner”
- Provides “tools”
- Manages report
- Programs $$

ARSTAF Proponents
- Service “owners”
- The “Experts”
- Coordinators
- Responsive

ISR Services

Hierarchy and Components



Example:

COMMAND AND STAFF

PROVOST MARSHAL

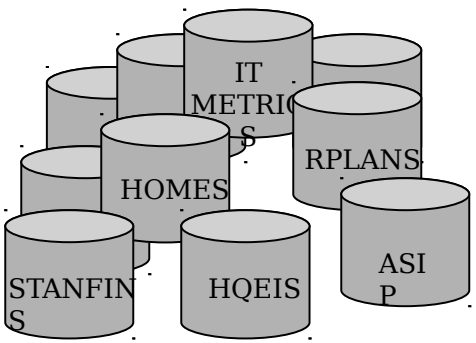
LAW ENFORCEMENT

- **Average response time to incidents**
- **Percentage of cases investigated and completed, within 60 days, IAW applicable regulations**
- **Percentage of military working dog team requests that are filled**
- **Crime Rate (compare the FY00 installation rate to the FY99 installation rate)**

Army Baseline Services Task Force

- Army DAS directed formation of Task Force to develop “standards” for all 95 services within 90 days.
- ACSIM and DASA-CE led the effort.
- Results approved by GEN Keane 6 Aug 03
- Involved all HQDA staff with functional responsibilities for BASOPS services.
- Initial “standards” have become fully developed performance measures in ISR Services for the ISR 2004 data collection.
- MG Lust has directed use of these “standards” to develop POM requirements for most services.
- DASA-CE is developing methodology for implementation.
- Phase II commences 15 Apr 04 to review entire ISR Services process to make sure we get it right. Services, Performance Measures, standards, etc. (ISR Services AAR)

ISR Web System Configuration



Central Database

INTERNET

Web/Application Servers

Database Server

Installation-Level Data Entry

ISR Services SBC

Services & Service Based Costing Data

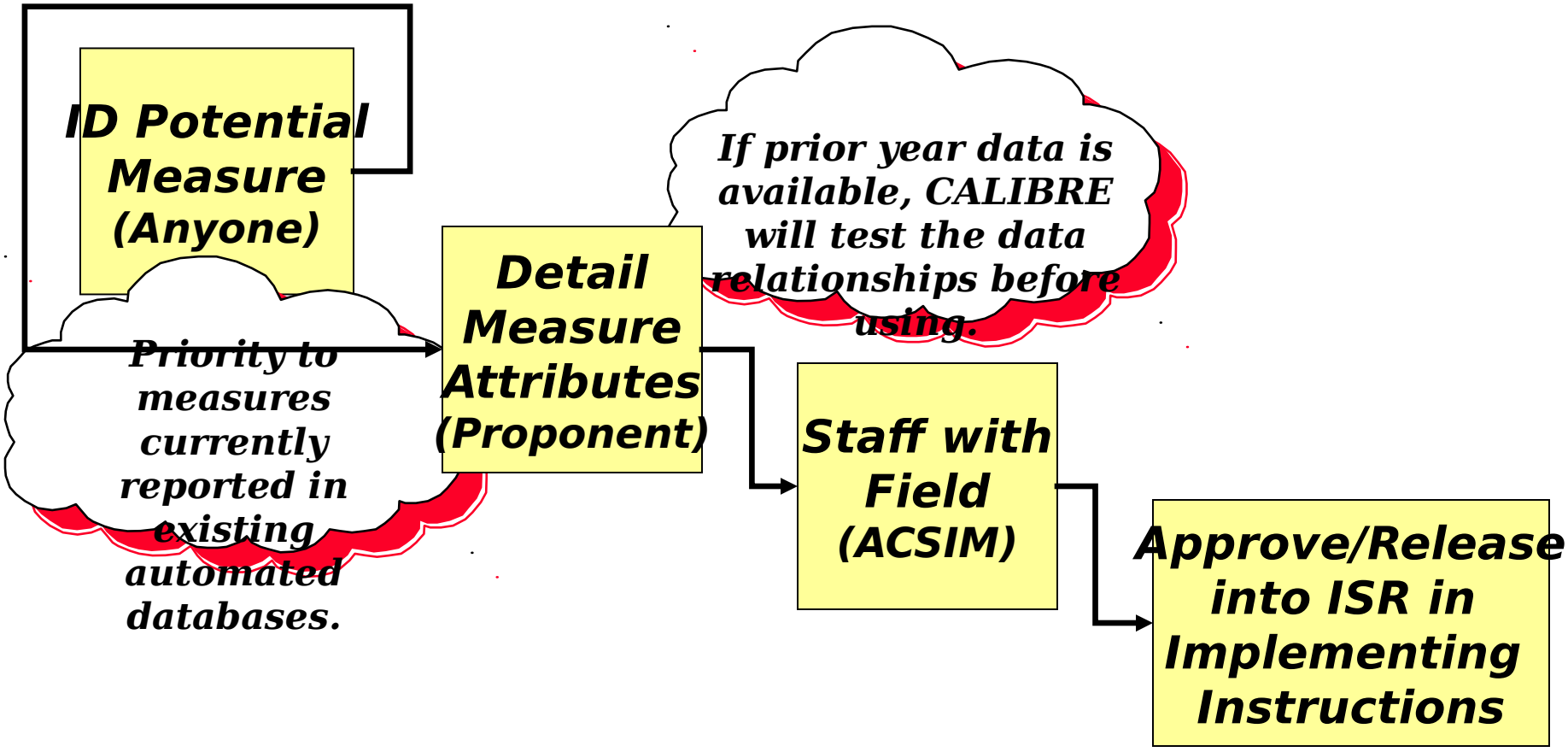
PC-based Input

Web Browsers

Command Viewer

Data Approval, View & Analysis

Performance Measure Development Process


ID Potential Measure (Anyone)
Priority to measures currently reported in existing automated databases.
Detail Measure Attributes (Proponent)
If prior year data is available, CALIBRE will test the data relationships before using.
Staff with Field (ACSIM)
Approve/Release into ISR in Implementing Instructions

HQDA Will Use ISR Services To …

- Determine what services should cost via Standard Service Costing
  - Provides service performance data
  - Used with Service Based Costing pacing measure and cost data
- Defend BASOPS program requirements
- Compare actual with expected performance
- Determine most effective business practices
- Tie to IMAs Common Levels of Support (CLS) effort to assure CLS supports the Army Standards

Service Based Costing (SBC)

Army SBC (Service Based Costing)

- Quick and Efficient
- Employs Limited ABC Techniques
- Captures Relevant Co
- Is Affordable

Army SBC ...

- **Measures the Resources Consumed *(Dollars and Manpower)* to Provide Installation Base Support Services**
- **Collects the Pacing Measures *(Outputs)* Used for Each of Those Services**
- **Produces Standard Unit Costs**

Service Based Costing Gives Us a Better Understanding of "True Costs" to Help:

- ☑ **Foster Benchmarking Through Comparative Data**
- ☑ **Motivate and Support Installation Cost Changes**

SBC Goals and Objectives

- **Goals**
  - **Support the definition, development, and defense of Base Support requirements**
  - **Provide an additional tool to assist commanders to operate within available resources**
  - **Provide a predictable level of services**
  - **Have a sound basis for measuring the impact of changes to Base Support functions**
- **Objectives**
  - **Develop a standard set of service and performance measures**
  - **Establish a baseline from which to measure change**

Standard Service Costing (SSC)

Why Standard Service Costing

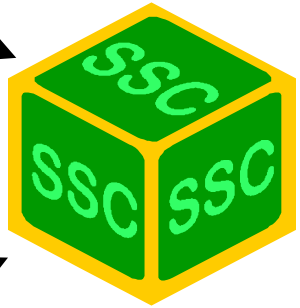
- **Standard Service Costing (SSC):**
- **A Methodology Used to Develop Predictive Cost Equations to Estimate What a Service "Should" Cost Based on "Performance Standards".**
- **Why:**
  - **Build Requirements Based on Performance Standards to Ensure:**
    - ✓ **Soldiers & Families get Quality Support**
    - ✓ **Consistent, Standard Support Across all Installations**
    - ✓ **Enable Well Being and Readiness**
  - **Better Define, Develop, Justify & Defend Requirements by Service**
  - **Articulate Impact of Funding Shortfalls**
- **Functional Proponents Involvement:**
  - **Establish Accurate Performance Standards that Reflect Army Needs**
  - **Monitor Installation Performance / Review Standards and Metrics**
  - **Feedback & Support Through Annual After Action Reviews**

Base Operations Requirements Generation Process

Establishes Army Baseline Standards

Builds Installation Service Requirement

Results:
- **Performance**
- **Cost**



Cost of Service at Performance Standard

Measures Historical Cost and Output

Service Level POM / Budget Output

Baseline Services Requirement
(All at Green Standard)

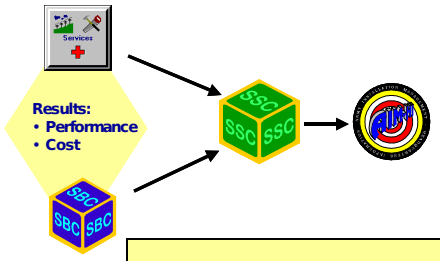
SERVICE
12. Fitness, Recreation and Libraries
22. Force Protection Services
23. Ammunition Supply Services
26. Asset Management
27. Materiel Support Maintenance
28. Transportation Services
29. Food Services
30. Laundry & Dry Cleaning Services
40. Maint. - Improved Grounds
41. Maint. - Unimproved Grounds (Other than Impr
44. Heating/Cooling Services
47. Electrical Services
51. Army Lodging Management
52. UPH Management
58. Indoor Pest Control
61. Snow and Sand Removal
68. Fire and Emergency Response Services
69. Program/Budget
70. Support Agreement/MOU/MOA Management
79. Administrative & Civil Law
95. Installation Safety and Occupational Health

Funded at 85%
(Service Standards Vary)

SERVICE
12. Fitness, Recreation and Libraries
22. Force Protection Services
23. Ammunition Supply Services
26. Asset Management
27. Materiel Support Maintenance
28. Transportation Services
29. Food Services
30. Laundry & Dry Cleaning Services
40. Maint. - Improved Grounds
41. Maint. - Unimproved Grounds (Other than Impro
44. Heating/Cooling Services
47. Electrical Services
51. Army Lodging Management
52. UPH Management
58. Indoor Pest Control
61. Snow and Sand Removal
68. Fire and Emergency Response Services
69. Program/Budget
70. Support Agreement/MOU/MOA Management
79. Administrative & Civil Law
95. Installation Safety and Occupational Health

NOTIONAL

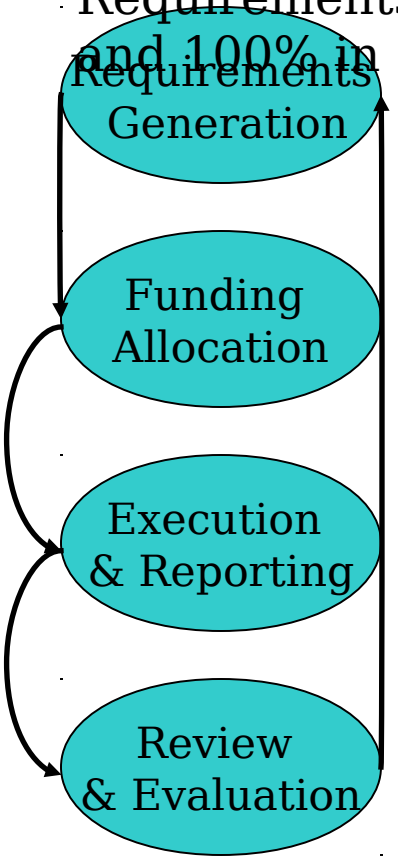
- Define and Develop Requirements by Service
- Defend and Justify Requirements
- Articulate Impact of Funding Shortfalls (What we can and can't do)



Support to Presidents Management Agenda

Management Initiative Decisions (MI

- **MID 901** – Establish Performance Outcomes and Track Performance Results
- **MID 910** – DoD Components Must Associate Resource Requirements to Performance Metrics (60% in FY05, 80% in FY06, and 100% in FY07 Budgets)



- 80 – 90% of all Base Operations Requirements will be Generated Based on Performance Standards

- Funding to be Allocated to Installations to Achieve Common Levels of Support based on Resources Received

- Cost & Performance will be Measured by Service by Installation to Report How We Did with What We Spent

- Cost & Performance Reviews will Annually Re-evaluate to Account for New Programs,

COMMON LEVELS OF SUPPORT (CLS)

CLS OBJECTIVE

- **To develop a decision support process and resource allocation system that will enable IMA to:**
  - **Allocate available resources equitably among installations**
  - **Provide definitive performance guidance to Garrisons for the execution of services based on available resources**
  - **Inform customers on the levels of support to be provided**

ABS, ISR AND CLS

- **Army Baseline Services (ABS) Task Force Phase I: Coordinated the development of Army-wide standards for the provision of BASOPS services with the appropriate HQDA functional proponents.**

- **ISR Services: Developed these standards into ISR Services performance measures which are included in the ISR 2004 data collection**

- **ABS Task Force Phase II: Starting 15 Apr 2004, complete review and analysis of the ISR Services 2004 results to fix any problems identified so that we can 'get it right'**

- **Common Levels of Support (CLS) provides Garrisons definitive guidance and metrics for the uniform delivery of services at an affordable support level**

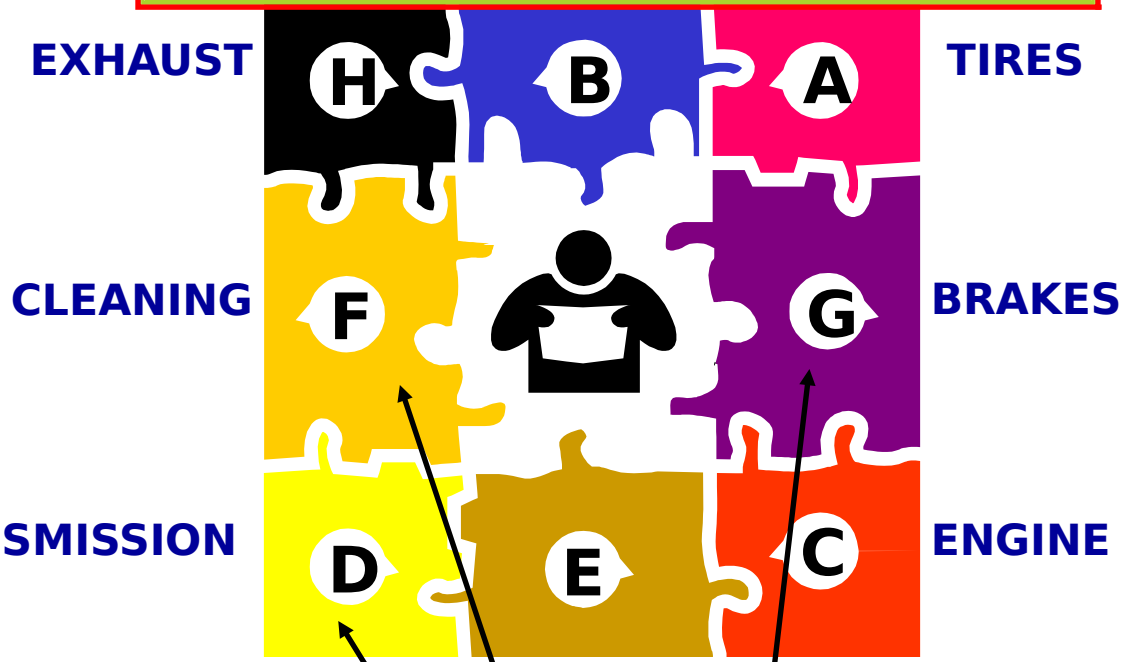
SERVICE ANALYSIS TEAMS & SERVICE SUPPORT PROGRAMS

SERVICE: AUTOMOBILE SERVICE (NOTIONAL EXAMPLE

SATs

- Identify SSPs
- Prioritize SSPs
- Identify % of Service Cost
- Develop Performance Measure Targets

SAT MEMBERS
HQDA PROPONENTS, IMA FUNCTIONALS, GARRISONS, MACOMs/SMCs, CUSTOMERS



SERVICE SUPPORT PROGRAMS

CLS Funds Allocation Example

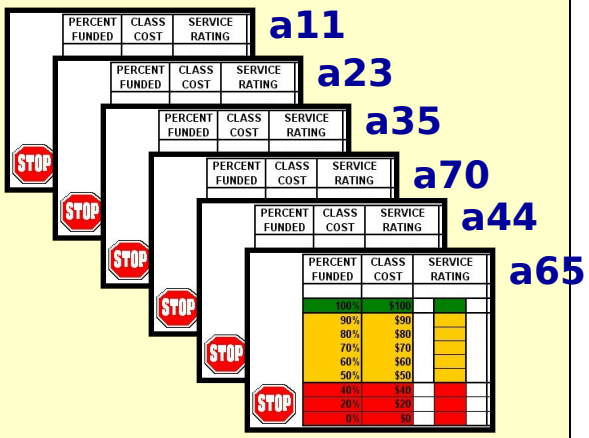
SERVICE

	Funded	Cost	Rating	SSP A	SSP B	SSP C	SSP D	SSP E	SSP F	SSP G	SSP H	
	100%	$100	G	■	■	■	■	■	■	■	■	Engine, Brakes, Transmission, Tires, Exhaust, Suspension, Painting, Cleaning
	90%	$90	A	■	■	■	■	■		■	■	Engine, Brakes, Transmission, Tires, Exhaust, Suspension, Painting
	80%	$80	A	■	■	■	■			■	■	Engine, Brakes, Transmission, Tires, Exhaust, Suspension
FUNDED	70%	$70	A	■		■	■			■	■	Engine, Brakes, Transmission, Tires, Exhaust
FUNDED	60%	$60	A	■		■	■			■		Engine, Brakes, Transmission, Tires
FUNDED	50%	$50	A			■	■			■		Engine, Brakes, Transmission
FUNDED	40%	$40	R			■				■		Engine, Brakes
FUNDED	29%	$20	R			■						Engine
FUNDED	0%	$0	R									No programs funded
				4	6	1	3	7	8	2	5	**Priority**
				$5	$5	$20	$15	$15	$10	$20	$10	**Service Cost: $100**

DECISION PROCESS

STEERING COMMITTEE
DEVELOPS RECOMMENDATIONS FOR DIMA APPROVAL

ALL SERVICES & SERVICE SUPPORT PROGRAMS



FUNDING & CLS STRAWMAN FOR SERVICES STEERING COMMITTEE

ALLOCATION MODEL RUNS ALTERNATIVES TO DETERMINE OPTIMAL OUTCOME

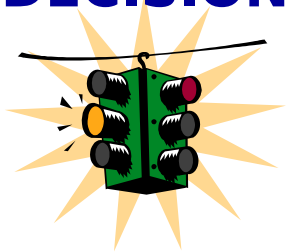
DIMA APPROVED CLS FOR FYXX

Service	SSPs Funded
a11	7 OF 9
a23	8 OF 10
a35	9 OF 12
a70	5 OF 8
a44	7 OF 10
a65	None

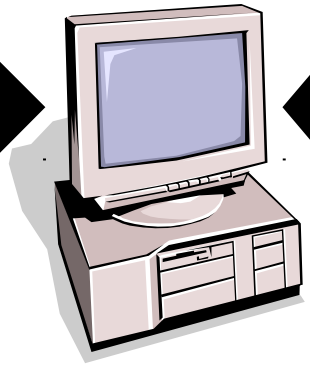
CLS RECOMMENDATIO N TO DIMA

FUNDS ALLOCATION MODEL

POM AND BUDGET DECISION

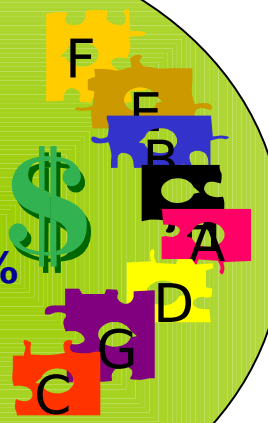


ALLOCATION MODEL



FROM SATs

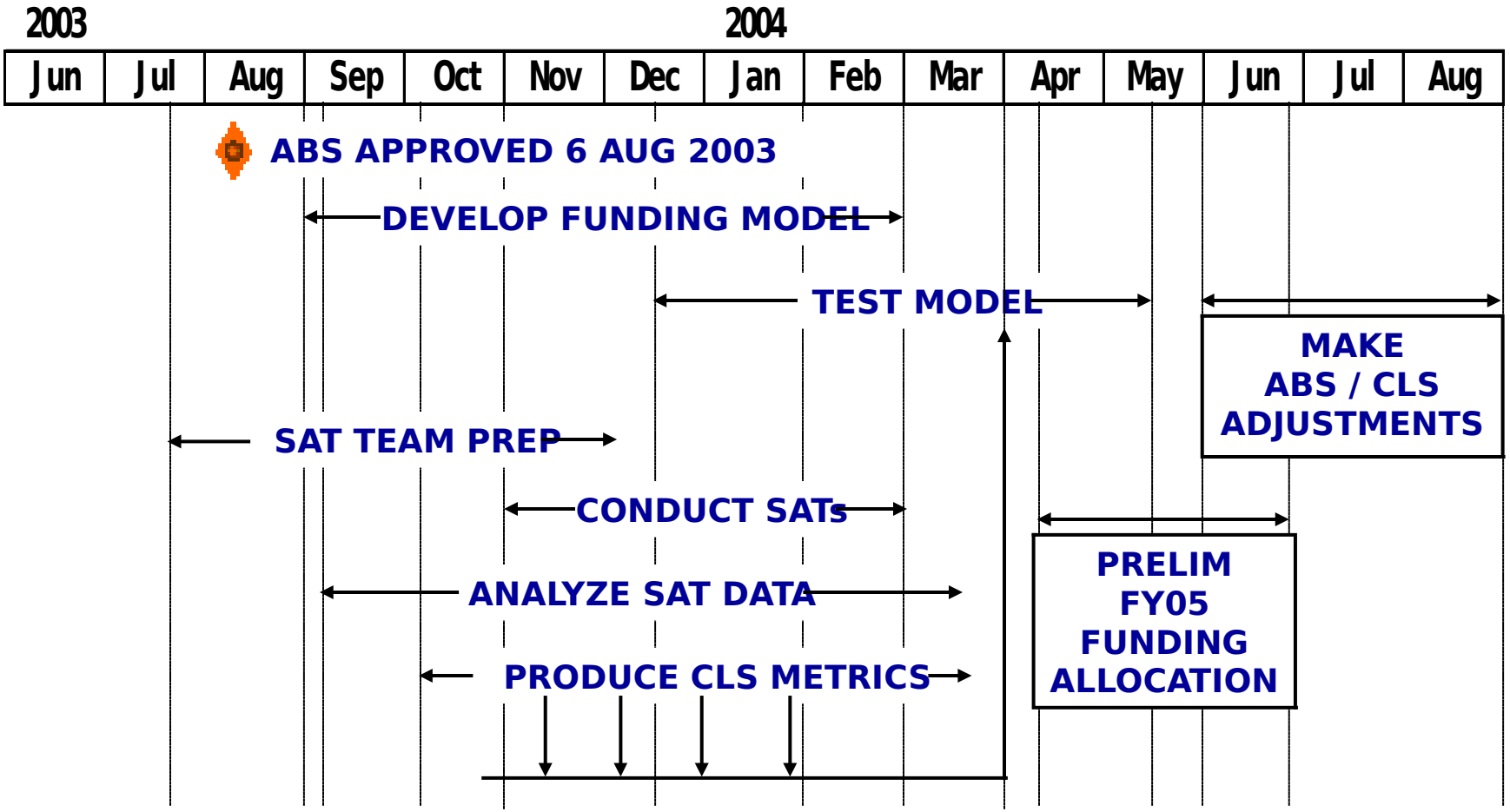
- SSPs
- SERVICE COST %
- HIERARCHY



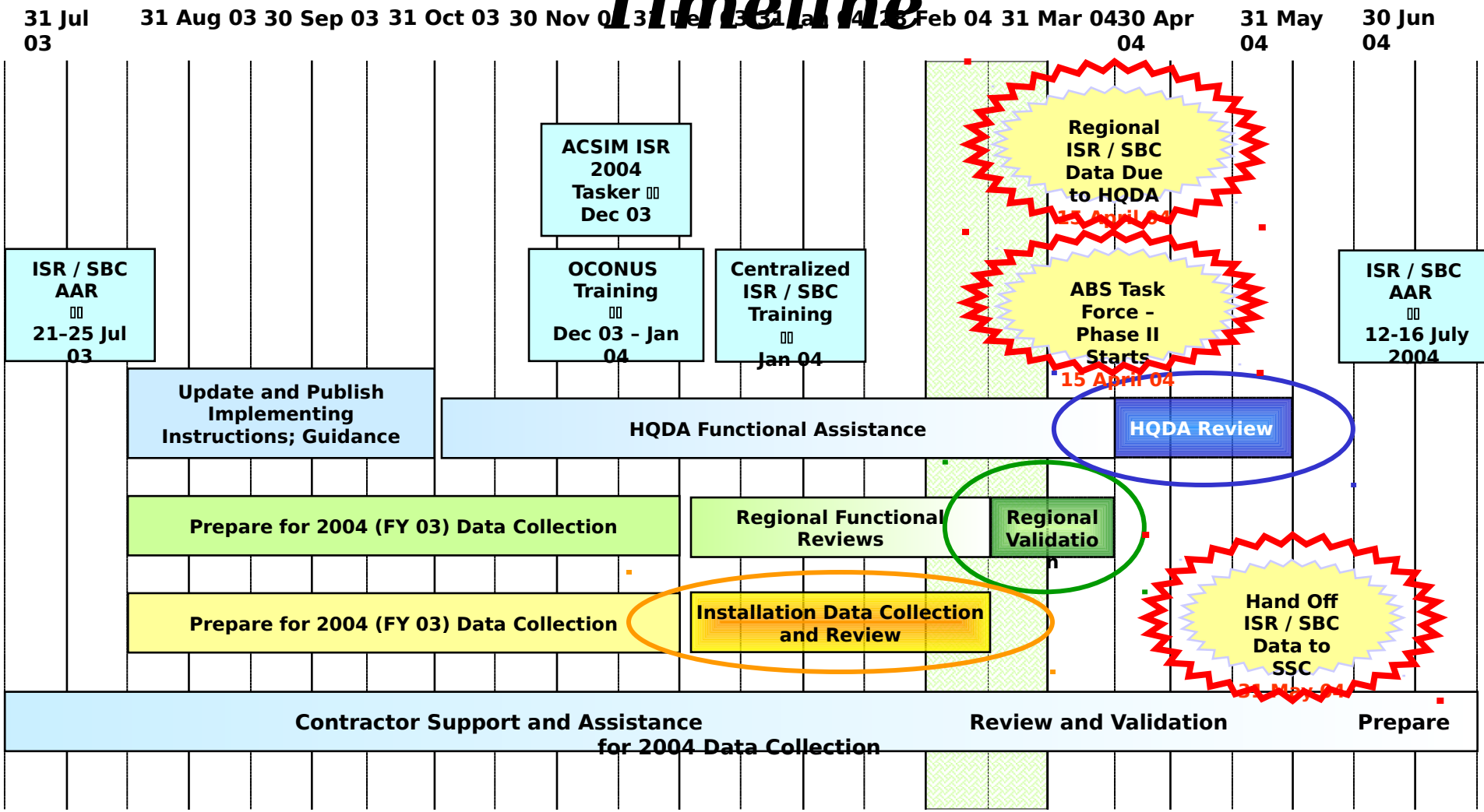
FUND ABS SERVICE AT

- **CODE: AMBER**
- **RATE: 70%**
- **FUNDING: $70K**

TIMELINE


2003
2004
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
ABS APPROVED 6 AUG 2003
DEVELOP FUNDING MODEL
TEST MODEL
MAKE ABS / CLS ADJUSTMENTS
SAT TEAM PREP
CONDUCT SATs
PRELIM FY05 FUNDING ALLOCATION
ANALYZE SAT DATA
PRODUCE CLS METRICS

ISR Services 2004 Timeline


31 Jul 03
31 Aug 03
30 Sep 03
31 Oct 03
30 Nov 03
31 Dec 03
31 Jan 04
29 Feb 04
31 Mar 04
30 Apr 04
31 May 04
30 Jun 04
ISR / SBC AAR 21–25 Jul 03
ACSIM ISR 2004 Tasker Dec 03
OCONUS Training Dec 03 – Jan 04
Centralized ISR / SBC Training Jan 04
Regional ISR / SBC Data Due to HQDA 15 April 04
ABS Task Force – Phase II Starts 15 April 04
ISR / SBC AAR 12-16 July 2004
Update and Publish Implementing Instructions; Guidance
HQDA Functional Assistance
HQDA Review
Prepare for 2004 (FY 03) Data Collection
Regional Functional Reviews
Regional Validation
Prepare for 2004 (FY 03) Data Collection
Installation Data Collection and Review
Hand Off ISR / SBC Data to SSC 31 May 04
Contractor Support and Assistance for 2004 Data Collection
Review and Validation
Prepare

2003 Data Collection

- **Completed on 15 April 2003**
  - **163 Installations; 9 Regions**
  - **To meet AIM-HI deadlines for the POM, suspense date was moved from 15 May to 15 April. Only applied to ISR Services and SBC.**
- **Totally web-based data reporting**
  - **Joint website with Army SBC**
- **Expanded toploads**
- **After Action Review – 21-25 July 2003**
- **Council of Colonels – 22 October 2003**

2003 ISR Services

Army Status Results

Major Service Area	Personnel and Community	Information Technology	Operations	Logistics	Engineering	Acquisitions	Health Services	Command and Staff
	C3 N/A	C3 N/A	N/A N/A	C1 N/A	C3 N/A	N/A N/A	C2 N/A	C2 N/A
Service Functions								
	Civilian Personnel C2 N/A	Communications C4 N/A	Force Protection N/A N/A	Supply Operations C2 N/A	Housing Mgmt. C3 N/A	Contracting N/A N/A	Medical C3 N/A	Provost Marshal C2 N/A
	Military Personnel C3 N/A	Visual Information C2 N/A		Supply Mgmt. C1 N/A	Real Property Mgmt. C3 N/A		Dental C2 N/A	Chaplain C2 N/A
	MWR C3 N/A	Admin Services C2 N/A		Materiel Maint. C2 N/A	Other Eng. Services C2 N/A		Preventive Medicine C2 N/A	Public Affairs C2 N/A
	Education C3 N/A	IT Mgmt Services C3 N/A		Transportation C1 N/A	Emergency Services C2 N/A		Veterinary Medicine C2 N/A	Installation Mgmt. C3 N/A
				Laundry and Dry Cleaning C1 N/A				Safety C2 N/A

N/A N/A — Not Applicable

C1 N/A — Meets or exceeds Unit/Activity needs and Army Standards; Has very minor, if any, deficiencies; and Fully supports mission performance.

C2 N/A — Meets Unit/Activity needs and partly meets Army Standards; Has minor deficiencies; and Supports majority of assigned missions.

C3 N/A — Meets the majority of Unit/Activity needs, does not meet any Army Standards; Has some deficiencies; and Delivery impairs mission performance/reqs.

C4 N/A — Does not meet Unit/Activity needs or Army Standards; Has major deficiencies; and Delivery significantly impairs mission performance/reqs.

2003 ISR Services

Army vs. Region Status Results

	Personnel and Community	Information Technology	Operations	Logistics
ARMY	C3 N/A	C3 N/A	N/A N/A	C1 N/A
ARNG	C2 N/A	C4 N/A	N/A N/A	C2 N/A
EUROPE	C3 N/A	C3 N/A	N/A N/A	C2 N/A
IMA RESERVE	C3 N/A	C3 N/A	N/A N/A	C1 N/A
KOREA	C3 N/A	C3 N/A	N/A N/A	C2 N/A
NORTHEAST	C3 N/A	C2 N/A	N/A N/A	C1 N/A
NORTHWEST	C3 N/A	C3 N/A	N/A N/A	C1 N/A
PACIFIC	C2 N/A	C3 N/A	N/A N/A	C2 N/A
SOUTHEAST	C3 N/A	C2 N/A	N/A N/A	C1 N/A
SOUTHWEST	C3 N/A	C2 N/A	N/A N/A	C1 N/A

N/A N/A — Not Applicable

C1 N/A — Meets or exceeds Unit/Activity needs and Army Standards; Has very minor, if any, deficiencies; and Fully supports mission performance.

C2 N/A — Meets Unit/Activity needs and partly meets Army Standards; Has minor deficiencies; and Supports majority of assigned missions.

C3 N/A — Meets the majority of Unit/Activity needs, does not meet any Army Standards; Has some deficiencies; and Delivery impairs mission performance/reqs.

C4 N/A — Does not meet Unit/Activity needs or Army Standards; Has major deficiencies; and Delivery significantly impairs mission performance/reqs.

2003 ISR Services

Army vs. Region Status Results

	Engineering	Acquisitions	Health Services	Command and Staff
ARMY	C3 N/A	N/A N/A	↑ C2 N/A	C2 N/A
ARNG	C3 N/A	N/A N/A	↓ N/A N/A	C3 N/A
EUROPE	C2 N/A	N/A N/A	↑ C2 N/A	C2 N/A
IMA RESERVE	↑ C2 N/A	N/A N/A	↓ C4 N/A	C2 N/A
KOREA	↑ C3 N/A	N/A N/A	C3 N/A	C2 N/A
NORTHEAST	C3 N/A	N/A N/A	C3 N/A	C2 N/A
NORTHWEST	C3 N/A	N/A N/A	C3 N/A	C2 N/A
PACIFIC	C3 N/A	N/A N/A	C2 N/A	C2 N/A
SOUTHEAST	C3 N/A	N/A N/A	↓ C3 N/A	C2 N/A
SOUTHWEST	C3 N/A	N/A N/A	↑ C2 N/A	C2 N/A

N/A N/A — Not Applicable

C1 N/A — Meets or exceeds Unit/Activity needs and Army Standards; Has very minor, if any, deficiencies; and Fully supports mission performance.

C2 N/A — Meets Unit/Activity needs and partly meets Army Standards; Has minor deficiencies; and Supports majority of assigned missions.

C3 N/A — Meets the majority of Unit/Activity needs, does not meet any Army Standards; Has some deficiencies; and Delivery impairs mission performance/reqs.

C4 N/A — Does not meet Unit/Activity needs or Army Standards; Has major deficiencies; and Delivery significantly impairs mission performance/reqs.

2003 ISR Services

Army Status Results

Major Service Area	Personnel and Community	Information Technology
	C3 N/A	C3 N/A
Service Functions	CivPer: C2 N/A MilPer: C3 N/A MWR: C3 N/A Education: C3 N/A	Communications: C4 N/A Visual Information: C2 N/A Admin Services: C2 N/A IT Mgmt Services: C3 N/A
Services	CPAC: C2 N/A MilPer Svcs: C2 N/A ACS: C2 N/A Cont. Educ.: C3 N/A Substance Abuse: C3 N/A Child and Youth: C2 N/A SRL: C4 N/A	Comm. Systems and Support: C4 N/A Visual Information Processes: C2 N/A Document Management: C2 N/A Information Assurance: C3 N/A Automation: C3 N/A IT Management: N/A N/A

N/A N/A — Not Applicable

C1 N/A — Meets or exceeds Unit/Activity needs and Army Standards; Has very minor, if any, deficiencies; and Fully supports mission performance.

C2 N/A — Meets Unit/Activity needs and partly meets Army Standards; Has minor deficiencies; and Supports majority of assigned missions.

C3 N/A — Meets the majority of Unit/Activity needs, does not meet any Army Standards; Has some deficiencies; and Delivery impairs mission performance/reqs.

C4 N/A — Does not meet Unit/Activity needs or Army Standards; Has major deficiencies; and Delivery significantly impairs mission performance/reqs.

2003 ISR Services

Army Status Results

Major Service Area	Operations	Logistics
	N/A N/A	C1 N/A

Service Functions						
	Force Protection N/A N/A	Supply Operations C2 N/A	Supply Management C1 N/A	Materiel Maintenance C2 N/A	Transportation C1 N/A	Laundry/Dry Cleaning C1 N/A

Services						
	Anti-Terrorism N/A N/A	Ammunition C2 N/A	Asset Management C1 N/A	Materiel Support Maint. C2 N/A	Transportation Svcs. C1 N/A	Laundry/Dry Cleaning Svcs. C1 N/A
		Retail Supply C1 N/A				
		CIF C3 N/A				

N/A N/A — Not Applicable

C1 N/A — Meets or exceeds Unit/Activity needs and Army Standards; Has very minor, if any, deficiencies; and Fully supports mission performance.

C2 N/A — Meets Unit/Activity needs and partly meets Army Standards; Has minor deficiencies; and Supports majority of assigned missions.

C3 N/A — Meets the majority of Unit/Activity needs, does not meet any Army Standards; Has some deficiencies; and Delivery impairs mission performance/reqs.

C4 N/A — Does not meet Unit/Activity needs or Army Standards; Has major deficiencies; and Delivery significantly impairs mission performance/reqs.

2003 ISR Services

Army Status Results

Major Service Area	**Engineering**	**Acquisitions**
	C3 N/A	N/A N/A
Service Functions	Housing Management: C3 N/A Real Property Management: C3 N/A Other Engineering Services: C2 N/A Emergency Services: C2 N/A	Contracting: N/A N/A
Services	Family Housing Mgmt.: C4 N/A Facilities Eng. Management: C2 N/A Custodial Services: C2 N/A Fire and Emergency: C2 N/A Army Lodging: C2 N/A Master Planning: C4 N/A UPH Management: C3 N/A	Contracting: N/A N/A

N/A N/A — Not Applicable

C1 N/A — Meets or exceeds Unit/Activity needs and Army Standards; Has very minor, if any, deficiencies; and Fully supports mission performance.

C2 N/A — Meets Unit/Activity needs and partly meets Army Standards; Has minor deficiencies; and Supports majority of assigned missions.

C3 N/A — Meets the majority of Unit/Activity needs, does not meet any Army Standards; Has some deficiencies; and Delivery impairs mission performance/reqs.

C4 N/A — Does not meet Unit/Activity needs or Army Standards; Has major deficiencies; and Delivery significantly impairs mission performance/reqs.

2003 ISR Services

Army Status Results

Major Service Area	Service Functions	Services
Health Services C2 N/A	Medical C3 N/A; Dental C2 N/A; Preventive Medicine C2 N/A; Veterinary Medicine C2 N/A	Patient Care C3 N/A; Dental Support C2 N/A; Prev. Medicine C2 N/A; Vet. Medicine C2 N/A; Health Support C2 N/A
Command and Staff C2 N/A	Provost Marshal C2 N/A; Chaplain C2 N/A; Public Affairs C2 N/A; Installation Mgmt. C3 N/A; Safety C2 N/A	Correctional Services C2 N/A; Religious Support C2 N/A; Public Affairs Office C2 N/A; EEO C3 N/A; Installation Safety C2 N/A; Law Enforcement C2 N/A; EO C2 N/A; Physical Security C2 N/A; Internal Review C3 N/A

N/A N/A — Not Applicable

C1 N/A — Meets or exceeds Unit/Activity needs and Army Standards; Has very minor, if any, deficiencies; and Fully supports mission performance.

C2 N/A — Meets Unit/Activity needs and partly meets Army Standards; Has minor deficiencies; and Supports majority of assigned missions.

C3 N/A — Meets the majority of Unit/Activity needs, does not meet any Army Standards; Has some deficiencies; and Delivery impairs mission performance/reqs.

C4 N/A — Does not meet Unit/Activity needs or Army Standards; Has major deficiencies; and Delivery significantly impairs mission performance/reqs.

2004 Data Collection

- **ISRWeb will officially open 5 January 2004; Region approved data due to HQDA NLT 15 April 2004**
  - **To meet AIM-HI deadlines for the POM, suspense date remains 15 April. Only applies to ISR Services and SBC**
- **QA/QC Process begins 15 April**
- **ABS Task Force Phase II begins 15 April (ISR Services AAR)**
- **Continue to expand toploaded data**
  - **125 Data elements will be toploaded**

2004 Data Collection

- **Addition of new Services and Performance Measures**
  - **ISR 2003: 137 performance measures across 47 services**
  - **ISR 2004: 311 performance measures across 92+5 services**
    - **45 new services covered**
    - **174 new performance measures**
    - **561 total Data Elements for ISR 2004**

System Changes for ISR Services 2004

- Automated Data Element minimum and maximum checks
  - See Appendix A for Min-Max listings
  - Still have blue and red messages
- Automated Performance Measure minimum and maximum checks as data is saved
  - Must change to fall within limits or cannot save data
- Data Validations
  - SBC vs ISR Svcs
  - Common data elements
    - Service 41: Data element 'b' (41-01) = SBC Primary Pacing Measure
    - Service 51: Data element 'a' (51-02) = SBC Primary Pacing Measure
    - Service 94: Data element 'b' (94-04) = SBC Primary Pacing Measure
    - Service 94: Data element 'a' (94-05) = SBC Secondary Pacing Measure
  - Must clear both data checks in order to validate data

System Changes for ISR Services 2004 (Cont.)

- Comments are REQUIRED for C-3 and C-4 ratings
  - Cannot continue without comments
- Overwrites can be done at Service and Service Function levels
  - Not just MSA as before
  - Comments are required
- Toploaded question PMs will be locked
  - PMs 11-01, 11-02, 11-03, 11-04, 11-05, 11-06
- Added new Performance Measures
  - All services but 80, 87, 88 are now included in ISR Services
  - 80 will be included next year; 87 and 88 pending decision

Performance Measure Changes

Major Overhaul of ISR Services Performance Measures

- **Deletions - 14**
- **Additions - 174**
- **Standard Changes - 12**
- **Other Significant Changes - 28**
- **See Appendix I to track changes**

Reporting N/A

- **SERVICES**
  - **Svc 01. Civilian Personnel Advisory Center (CPAC) - NEW**
  - **Svc 20. IT Management**
  - **Svc 22. Anti-Terrorism Services**
  - **Svc 80. Criminal law and Discipline**
  - **Svc 87. Command Inspections**
  - **Svc 88. Command Investigations**

- **PERFORMANCE MEASURES**
  - **PM 07-01**
  - **PM 08-05**
  - **PM 11-07**
  - **PM 66-04**
  - **PM 66-05**
  - **PM 69-01**
  - **PM 74-75-01**
  - **PM 84-86-03**

ISR Services Toploaded Policy

- **Data will be toploaded from official data bases of record**
  - **Reduces field workload**
  - **Saves time and money**
  - **Provides for consistent data values**

- **Corrections must be coordinated**
  - **Only for very significant errors in data**
  - **Need HQDA approval**
  - **Field must coordinate changes with feeder databases**

ISR Services 2004 Toploaded Data

- PM 01-01 a
- PM 01-01 b
- PM 01-02 a
- PM 01-02 b
- PM 01-02 c
- PM 01-02 d
- PM 01-02 e
- PM 01-02 f
- PM 01-03 a
- PM 01-03 b
- PM 07-02 a
- PM 09-03 b
- PM 09-05 b
- PM 10-01 a
- PM 10-01 b
- PM 10-01 c
- PM 10-01 d
- PM 10-01 e
- PM 11-01 a
- PM 11-01 b
- PM 11-01 c
- PM 11-02 a
- PM 11-02 b
- PM 11-02 c
- PM 11-03 a
- PM 11-03 b

ISR Services 2004 Toploaded Data

- PM 11-05 a
- PM 11-05 b
- PM 1105 c
- PM 11-06 a
- PM 11-06 b
- PM 11-06 c
- PM 12-02 a
- PM 12-02 b
- PM 12-03 a
- PM 12-03 b
- PM 12-04 a
- PM 12-04 b
- PM 12-04 c
- PM 12-04d
- PM 12-05 a
- PM 12-05 b
- PM 12-05 c
- PM 12-05 d
- PM 12-06 a
- PM 12-06 b
- PM 12-06 c
- PM 12-06 d
- PM 12-07 b
- PM 12-08 b
- PM 12-09 b
- PM 12-10 b

ISR Services 2004 Toploaded Data

- PM 12-11 b
- PM 12-12 b
- PM 12-13 b
- PM 13-01 a
- PM 13-01 b
- PM 14-05 b
- PM 50-02 a
- PM 50-02 b
- PM 50-03 a
- PM 50-03 b
- PM 52-01 a
- PM 52-01 b
- PM 64-02 a
- PM 64-02 b
- PM 64-02 c
- PM 64-03 a
- PM 64-03 b
- PM 64-03 c
- PM 65-01 a
- PM 65-01 b
- PM 65-01 c
- PM 65-01 d

ISR Services 2004 Toploaded Data

- PM 65-01 e
- PM 65-01 f
- PM 65-01 g
- PM 66-01 a
- PM 66-01 b
- PM 66-01 c
- PM 66-01d
- PM 66-01 e
- PM 66-01 f
- PM 66-01 g
- PM 71-01 a
- PM 71-03 a
- PM 71-03 b
- PM 74-75-03 a
- PM 74-75-03 b
- PM 74-75-04 a
- PM 74-75-05 a
- PM 74-75-05 b
- PM 74-75-
- PM 91-03 b
- PM 93-04 b
- PM 95-02 b
- PM 95-03 a
- PM 95-03 b
- PM 500-01 a
- PM 500-02 a
- PM 500-05 a
- PM 501-01 b

ISR Services Points of Contact

- **ACSIM:**
  - **Linda Smith, (703) 604-2442, DSN 664-2442**
    - ✓ **Email -- linda.smith@hqda.army.mil**

- **CALIBRE Systems, Inc:**
  - **Bill Weatherford, (703) 377-0504**
    - ✓ **Email – bill.weatherford@calibresys.com**
  - **Michelle Fulton, (703) 377-0502**
    - ✓ **Email – michelle.fulton@calibresys.com**
  - **Steve Brown, (703) 377-0515**
    - ✓ **Email – steve.brown@calibresys.com**

- **ISR HELPLine:**
  - **(703) 377-0552**
    - ✓ **Email -- helpline_isr@bah.com**

SSC BACK-UP

Service Based Costing (SBC) Provides Historical Cost and Output

BY SERVICE	BY INSTALLATION	
	CIVILIAN MANPOWER DATA	APF FTEs
		NAF FTEs
	ELEMENTS OF COST DATA	$ Civilian Labor
		$ Equipment
		$ Materials
		$ Contracts
		$ Travel
		$ Other
		$ Depreciation
	MILITARY MANPOWER DATA	Military FTEs
	PACING MEASURES VALUES	Primary (PPM) Quantity
		Secondary (SPM) Quantity
		Tertiary (TPM) Quantity
	DEMOGRAPHIC DATA	IMA Region
		MACOM
		CONUS / OCONUS
		Carrier Appropriation (Funding Type)
		Civilian Employees
		Military
		Full Time Contractors
		Total Workforce
		Acres of Improved Grounds
		Acres of Unimproved Grounds
		Total Acres
		Lane Miles of Surfaced Roads
		Building KSF
		AFH Units
		Billet Spaces

Installation Status Report (ISR) Sets Standards and Measures Performance

- DAS / ACSIM Established a HQDA Army Baseline Standards Task Force
- Performance Standards Established as Baseline, Will be Reviewed, Can Have More than One Standard per Service
  - Metric → Yards
  - Standard → 10 Yards For 1st Down
  - Measure → 9 Yards

- Army Installation Service Example: Transportation Services
  - Percentage of Outbound Cargo shipments that are picked-up on the scheduled date.
  - Average duration destination Storage-In-Transit (SIT).
  - **Percentage of NTV (Non-Tactical Vehicle) requests filled.**
  - Percentage of Unit Movement/Deployment Support within the required time frame.
  - Percentage of Non-Temporary Storage (NTS) not converted to commer… …nts.
  - Percentage of Required Personnel Receiving Required HAZMAT train…
  - Percent of Reviews Meeting Requirements of the Prompt Payment A…
  - Installation Shuttle Schedule / Routes reviewed Quarterly IAW AR 5…

METRIC

STANDARD

Drives Cost for All Metrics

Green: 90% or More
Amber: Between 85% and 90%
Red: Less than 85%

Standard Service Costing

"Predicting Service Cost Linked to Performance Standards"

- **ALL ARMY**
  - Green $Y = \$136{,}501 + \$7{,}318.08(X_1) + \$109.87(X_2)$
  - Amber $Y = \$116{,}026 + \$6{,}220.37(X_1) + \$93.39(X_2)$
  - Red $Y = \$107{,}836 + \$5{,}781.28(X_1) + \$86.80(X_2)$
- **Variables (Cost Drivers)**
  - Y = Total Cost; X_1 = # of Non-Tactical Vehicles Owned/Leased; X_2 = Population

Drives Total Cost for Service

Performance Measure

- % of Outbound Cargo shipments that are picked-up on the scheduled date.
- Average duration destination Storage-In-Transit (SIT).
- **% of NTV (Non-Tactical Vehicle) requests filled.**

METRIC

STANDARD

Green: 90% or More
Amber: Between 85% and 90%
Red: Less than 85%

Baseline Requirements (OMA$) Generation Process

- Step 1: **Army "Full" Cost Equations by Service (SSC) by Installation**
- Step 2: **Adjust for:**
  - ✓ **Locality (Regional / Installation)**
  - ✓ **Non OMA Labor (TDA Military, NAF, Local Nationals)**
  - ✓ **Non OMA Funded Appropriations or $ (DHP, AWCF, Reimbursements)**
  - ✓ **Foreign Currency Fluctuation**
  - ✓ **Inflation, Pay Raises**
- Step 3: **Calculate Overall Army BASOPS (OMA$) Requirement by Service by Installation**

• For POM0509 Active Army Only Using SSC Process
• NGB & Reserve Component to Use $/Capita Methodology

Performance Standards Categories

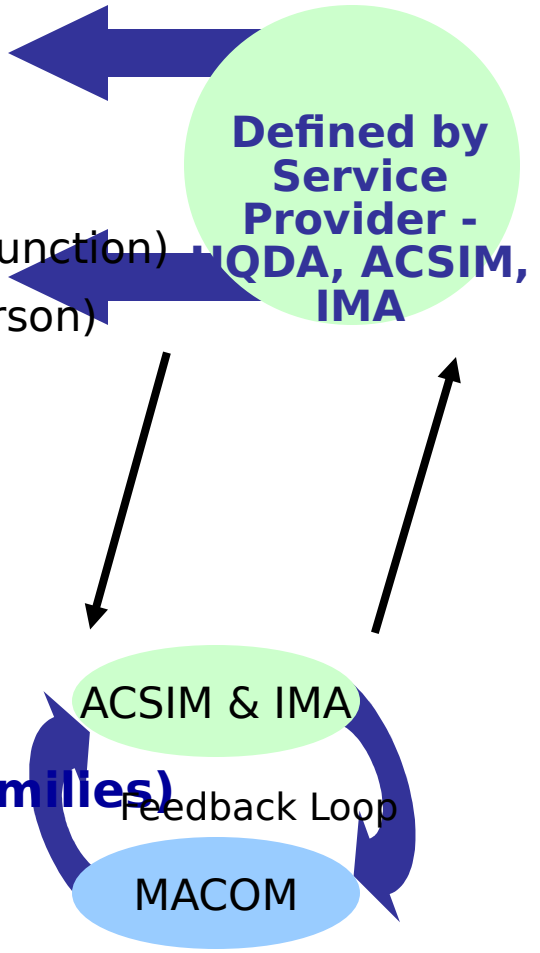
Producer Standards

Normal: Defined by Historical Consumption

- ✓ Influenced by External Variables (e.g. Climate)
- ✓ Driven by Physical Attributes (Population, Footprint, Function)
- ✓ May be linked to Behavioral Attributes (e.g. KWH / Person)

Prescribed: Defined by Decision Maker

- ✓ Regulatory – Defined by Law
- ✓ Policy – Directed by Higher Echelons
- ✓ Driven by Behavioral and Physical Attributes



Consumer Standards (MACOM, Soldiers and Families)

Desired: Defined by Customer Satisfaction

- ✓ Demand Oriented (Morale, Welfare, and Recreation)
- ✓ Competitive Service Providers (Food Services)

Example of Service Standards

Service 28 - Transportation

Standards Developed as Part of ISR - Services

Newly Derived Per ABS Task Force

Performance Measure Description (Metric)	Green (Standard)	Amber (Standard)	Red (Standard)
Percentage of Outbound Cargo shipments that are picked-up on the scheduled date.	100% down to 95%	Less than 95% down to 85%	Less than 85%
Average duration destination Storage-In-Transit (SIT).	180 days or less	More than 180 days up to 270 days	More than 270 days
Percentage of NTV (Non-Tactical Vehicle) requests filled.	90% or more	Less than 90% down to 80%	Less than 80%
Provide Unit Movement/Deployment Support within the required time frame.	100%	------	Less than 100%
Percentage of Non-Temporary Storage (NTS) not converted to commercial accounts	5% or less	6 - 10%	More than 10%
Percentage of required personnel receiving required HAZMAT training.	100%	------	Less than 100%
Percent of reviews meeting requirements of the Prompt Payment Act.	100%	90-99%	Less than 90%
Installation Shuttle Schedule / Routes reviewed Quarterly IAW AR 58-1.	Yes	------	No